

**Editable Sample Employee Handbook (2018)**

***[YOUR LOGO***

***HERE]***

***Employee Handbook***

***2018***

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# INTRODUCTION

[Your organization name] ([Your organization initials]) [summary of your mission and purpose]. Our employees are the heart of the organization. The purpose of this handbook is to concisely lay out the policies, procedures and practices related to people management so that our employees can engage confidently and with the full support of our leadership.

The Executive Director is responsible for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. Directors are responsible for people management within their own staff teams and should reference this manual to ensure organizational consistency in the application of these practices.

This employee handbook and the policies included will be reviewed and updated at least every 4 years or as standards and labor laws require. As policies and procedures are amended, they will be communicated to employees prior to going into effect.

[Your organization initials] engages various contractors for specific service tasks for the organization, such as contract coaches, software development or maintenance, etc. This handbook does not apply to those contractual relationships.

## STATEMENT OF PHILOSOPHY

[Your organization initials] wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every person working for [Your organization initials]. Because of their role, managers and supervisors have the additional responsibility to lead in a manner that fosters an environment of respect for each person.

It is the responsibility of every staff member to conduct his/herself according to the *[Your organization initials] Code of Ethics*.

## WHO WE ARE

[Your organization initials] exists [your organizational purpose and/or identity].

## Vision

[Your organization initials]’s vision is [vision statement].

## Mission

[Mission statement].

##

## [Your organization initials] Values

* Value #1
* Value #2
* Value #3
* Value #4 etc.

# EMPLOYMENT AT [Your organization initials]

### Equal Employment Opportunity Statement

[Your organization name], Inc. is an equal opportunity employer. It is the policy of [Your organization name] to recruit, hire, train and promote employees without discrimination because of race, color, sex, age, marital status, national origin or physical or mental disability except where specific age, sex or physical requirements are a bona fide occupational qualification. In addition, it is [Your organization name]’s policy to provide an environment that is free of unlawful harassment of any kind, including that which is sexual, age, disability or ethnically related. This policy governs all aspects of employment, promotion, assignment, discharge and other terms and conditions of employment.

### Employment Categories

It is the intent of [Your organization name] to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. Each employee is designated as either NONEXEMPT or EXEMPT from the federal and state wage and hour laws.

NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws.

EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws.

In addition to the above categories, each employee will belong to one of the following other employment categories:

**Regular Full-Time Employees:** These are employees who are regularly scheduled to work a minimum of thirty (30) hours per week on a continuous basis.

**Regular Part-Time Employees:** These are employees who are regularly scheduled to work less than thirty (30) hours per week on a continuous basis.

### Offer Letters

Every employee will receive an offer letter that delineates the terms of their employment with [Your organization name]. This letter will include job expectations, salary and benefits to be received. The employee must sign this letter before beginning employment.

### Job Descriptions

### A job description summarizes the essential responsibilities, activities, qualifications and skills for a role. Every employee will be given a job description and it will be updated as needed to make it clear what expectations the supervisor has, and how each role is necessary to achieving our organization's mission. Job descriptions are equally helpful in evaluating and celebrating ongoing performance.

### Orientation and Assimilation of New Employees

New employees must complete a number of forms on or before their first day of employment. It is our policy to provide an orientation and assimilation process to help new employees learn more about [Your organization initials] and what we expect from them as members of our team. New employees will learn about [Your organization initials] policies and practices, location of employee resources, and about the organization in general.

### Resignation

Resignation is a voluntary act initiated by the employee to terminate employment with [Your organization name]. Although advance notice is not required, as a courtesy, [Your organization initials] requests at least thirty (30) days written resignation notice from all exempt employees and two (2) weeks advance written notice from its non-exempt employees.

### Dismissal

[Your organization name] strives to provide all employees with fair and reasonable conditions of employment at all times. However, in order to carry out its business obligations and priorities in the most efficient manner possible, [Your organization name] adheres to the principle of at-will employment whereby [Your organization name] and employees alike can terminate the employment relationship at any time for any reason. In exercising such a policy, [Your organization initials] will attempt to confidentially inform an affected employee of the circumstances surrounding a discharge in a timely matter. In the case of dismissal for reasons of misconduct, an employee forfeits any notice.

**RIF/Layoffs**

In some situations, [Your organization name] may need to make difficult decisions to reduce it’s workforce in order to continue achieving it’s mission. [Your organization initials] will attempt to inform affected employees in a timely and professional manner.

### Exit Interview

A final exit interview may be requested by the employee or employer.

### Employment of Relatives

No candidate shall be hired for a position where they may report to, or supervise a member of their immediate family. Immediate family is defined as: parent(s), children, sibling(s), spouse, father-in-law or mother-in-law. Personal relationships with other employees or members of the [Your organization initials] Board of Directors should be disclosed prior to accepting any offer from the employer. Failure to disclose this information would be considered a violation of the Code of Ethics.

### Immigration Reform and Control Act of 1986

All employees are required to provide proof of their identity and employment eligibility as required by the Immigration Reform and Control Act of 1986. Every employee must complete and sign Section 1 of an "Employment Eligibility Verification" form (I-9) on his/her first (1st) day of employment; other sections of that form must be properly completed within the first three days of employment.

# WORK AND PERFORMANCE POLICIES

### Hours of Work

As [Your organization initials] employees live and work in various time zones, there is no standard work schedule. Each staff member will determine his or her normal work schedule with his or her supervisor in accordance with stipulations of the offer letter.

Employees are required to coordinate with their supervisor, in advance, of planned time away from their normal work schedule. Unplanned absences from the office should be reported to the employee’s supervisor as soon as could reasonably be expected.

### Overtime (Non-Exempt Employees)

The policy of [Your organization name] is to not require overtime work from non-exempt employees. In the rare exception when overtime is required, pre-approval by the Executive Director is required. You will be notified as far in advance as possible to allow you to make any necessary preparations. Payment for overtime (hours worked in excess of 40 hours in a given workweek) for non-exempt employees will be equal to 1.5 times your regular, hourly rate of pay.

### Comp Time (Exempt Employees)

Exempt employees required to work longer hours than their contracted normal work week due to travel, fundraising event, a conference or meeting are allowed to take time off to compensate for the extra hours worked. Each employee will agree with his or her supervisor on the amount of comp time due,

and will present a plan to their supervisor to utilize the available comp time within 30 days of the event.

### Payroll Periods and Paycheck Distribution

Payroll periods are semi-monthly on the 15th and last day of each month. If the 15th or last day of the month fall on a Saturday, Sunday, or Holiday, you will be paid on the last workday prior to the Saturday, Sunday, or Holiday. Payroll is paid by direct deposit into the employee’s designated account on the date indicated.

### Payroll Deductions/Withholdings

Deductions for Social Security Tax (FICA), Medicare Tax, State Income and Unemployment Tax, and Federal Income Tax will be taken as required by federal and state laws, respectively. These deductions are based on the amount of your income, your marital status, and the number of exemptions you claim on your W-4 form and are regulated by law. Details of your ‘pay stub’ are provided to each employee via a confidential spreadsheet accessible only by the employee and [Your organization initials] administrative staff.

### Salary Administration

[Your organization name] seeks to honor, value and steward its employees by providing fair, consistent and equitable compensation that combine market rates and individual performance. In general, salary levels for particular positions will be determined by benchmarking with the salary range midpoint for comparable positions in other Christian non-profit ministry organizations of similar staff-size and budget.

### Performance Reviews

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, ongoing basis. Formal performance reviews are conducted on an annual basis to provide both supervisors and employees the opportunity to discuss job tasks, training, and promotions. They also afford the opportunity to identify and correct problems and concerns, to encourage and recognize strengths, and to discuss positive, purposeful approaches for meeting goals. It should not be assumed that wage or salary increases will be given each time there is a performance review.

### Discipline

Discipline at [Your organization name] shall be progressive, depending on the nature of the problem. Its purpose is to identify unsatisfactory performance and / or unacceptable behaviour. The stages may be:

Verbal reprimand

Written reprimand

Dismissal

Some circumstances may be serious enough that all three steps are not used. Some examples of these types of situations are theft, violation of ethics or confidentiality, assault or wilful neglect of duty. In all cases, documentation should be included in the employee's personnel file.

### Post-Employment Inquiries/References

Only the Executive Director is permitted to provide employment references for current or former employees. Supervisors and other employees are prohibited from providing employment references, verbal or written, for former or current employees.

# EMPLOYEE LEAVE & BENEFIT POLICIES

### Holidays

[Your organization initials] has twelve (12) public holidays and other days for which employees are paid. They are:

New Year’s Day Labor Day

Good Friday Thanksgiving Day

Memorial Day Black Friday

US Independence Day Christmas Week

The Director over People Management will publish a calendar of celebrated holidays at the beginning of each year.

### Annual Vacation Leave

Exempt employees are entitled to 3 weeks vacation (defined as 3 times their normal work week if they are part time)

Non-exempt employees are entitled to 2 weeks vacation (defined as 2 times their average work week over the previous 3 months)

Vacation is designed to give staff a chance to rest and rejuvenate; therefore taking vacation is encouraged. As much as possible, personnel on vacation should disconnect from [Your organization initials]. Employees may carry five up to (5) days of vacation from one year to the next. These days should be used during the first 90 days of the new year.

### Personal Time Off (PTO)

[Your organization name] provides paid personal time off benefits to all regular employees for periods of temporary absence due to illnesses, injuries, bereavement, or other urgent circumstances that require the employee’s attention. Personal time off may be used for a medical disability, for the birth and care of a newborn child, or placement for adoption or foster care, or to assist an immediate family member with a serious health condition. [Your organization name] defines “immediate family” as spouse, child (under 18 unless incapacitated) and biological parent (or non-parent who acted in place of a parent). Other types of “family” may be considered by the Executive Director on a case-by-case basis.

Maximum paid personal time off will be twelve (12) days per calendar year, which may be accumulated from year-to-year to a maximum of thirty (30) days.

Employees will not be compensated for unused, accrued personal time off upon leaving [Your organization name].

### [Your organization initials] Retreat Days

[Your organization initials] encourages all employees to take periodic time apart for personal and spiritual refreshment. All employees are given one-half day of paid time off in each quarter for this purpose. Participation in the scheduled quarterly retreat day is highly encouraged. But the employee may choose a different timing for their retreat day, scheduled with their supervisor.

### Professional Development

[Your organization initials] may at times encourage employees to pursue professional development opportunities that would enhance their performance and/or prepare them for a broader role. With prior approval, [Your organization initials] will reimburse employees for approved professional development expenses.

### Medical Insurance

(planned future benefit)

### Sabbaticals

Periodically, exempt employees may be offered paid time off for the purpose of a sabbatical when deemed necessary by the Executive Director. The purpose of the sabbatical is physical, emotional, and spiritual refreshment. The employee taking a sabbatical will prepare a plan for the sabbatical time outlining the objectives and activities to be pursued during the sabbatical. This plan will be approved by the Executive Director. On completion of the sabbatical, the employee will submit a written summary of the sabbatical time, including evaluation of the degree of success in achieving the planned objectives.

### Ministry Time Off

The leadership of [Your organization initials] is Kingdom-minded and wants all full-time and part-time employees to be involved in ministry endeavors outside the “walls” of [Your organization initials].

Employees may take up to two weeks (10 workdays) each calendar year to participate in a mission trip, coach retreats, speaking engagements, for educational advancement, or for other activities that are consistent with ministry participation but not directly related to the employee’s job. Make all requests in writing to your supervisor/manager as early in the year as possible. Your supervisor/manager will forward your request to the Executive Director who must approve any request.

# EMPLOYEE CONDUCT

### Employee Work Rules

To assure orderly operations and to provide the best possible work environment, [Your organization name] expects employees to follow rules of conduct that will protect the interests and safety of all employees. It is not possible to list all the forms of behavior that are considered unacceptable in the workplace, but the following are examples of infractions of rules of conduct that may result in disciplinary action, including suspension or termination of employment:

* unauthorized release or disclosure of confidential information
* falsification of, or failure to maintain, [Your organization name] records
* theft or inappropriate removal or possession of property
* working under the influence of alcohol or illegal drugs
* fighting or threatening violence
* negligence or improper conduct
* insubordination or other disrespectful conduct
* any substantiated client abuse
* sexual or other unlawful harassment
* excessive absenteeism or any absence without notice
* violation of personnel policies
* unsatisfactory performance on the job or misconduct on or off the job.

Examples of misconduct on the job are cited above. Examples of misconduct off the job include, but are not limited to, involvement in criminal activity or activity involving immoral and unethical behavior which, in the judgment of [Your organization name], reflects adversely on the image or standing of the organization.

### Illegal Copying

Employees may not illegally copy material protected under copyright law or make that material available to others for copying. You are responsible for complying with copyright law and applicable licenses that may apply to software, files, graphics, documents, messages, and other material you wish to download or copy. You may not agree to license or download any material for which a registration fee is charged without first obtaining the consent of your supervisor.

### Conflict of Interest

The reputation of [Your organization name] for honesty, fairness and business integrity is vital to its success and, therefore, of paramount concern. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in an improper personal gain for that employee or others.

[Your organization name] expects its staff to be free of influential interests and activities that may serve as a prevention from acting in the best interest of [Your organization name]. Ministry conduct should conform to the highest standard of ethical and lawful behavior.

### Personnel File

It is the responsibility of each employee to promptly notify [Your organization name] of any changes in personnel data including mailing address, telephone numbers, quantity and names of dependents, individuals to be contacted in the event of an emergency, and other such status reports. Such information should be accurate and current at all times.

### Outside Earnings and Employment

It is the policy of [Your organization name] that employees disclose outside employment to their supervisor. Employees may hold a position with another non-competing organization or be self-employed as long as they satisfactorily perform their job responsibilities with the organization.

### Honoraria for Speaking or Teaching Engagements

Honoraria received as a result of speaking or teaching engagements belong to the individual employee.

### Sexual and Other Forms of Harassment

[Your organization initials] maintains a strict policy prohibiting sexual harassment and/or harassment based on race, age, gender/sex, color, national origin, or disability, or any other factor made unlawful by law, ordinance, or regulation. This policy applies to ALL persons and prohibits such harassment by any employee (including manager, supervisor, or co-worker), any member/attender, or any vendor/supplier to [Your organization initials]. Harassment in any form, including verbal, physical conduct, visual conduct, threats, demands, and/or retaliation is unlawful, is prohibited, and will not be tolerated. Harassment based on race, age, gender/sex, color, national origin, or disability, or any other factor protected by statute includes, but is not limited to:

* Verbal conduct, such as epithets, derogatory comments, slurs, or unwanted sexual advances, invitation, or comments;
* Visual conduct, such as derogatory posters, cartoons, photographs, drawings, or gestures;
* Physical conduct/contact, such as unwanted touching, blocking normal movement, or interfering with work directed at you because of your sex/gender or any other protected factor;
* Threats or demands to submit to sexual requests in order to keep your job or avoid some other loss and/or offers of job benefits in return for sexual favors; or,
* Retaliation or retribution for opposing, reporting or threatening to report harassment, or for participating in an investigation, proceeding, or hearing conducted by an investigating person, firm, or agency.

Sexual harassment is further defined as including:

* Unwelcome or unwanted sexual advances, including patting, pinching, brushing up against, hugging, cornering, kissing, fondling, or any physical contact considers unacceptable by another person;
* Requests or demands for sexual favors, including subtle or blatant expectations, pressures, or requests for any type of sexual favor;
* Verbal abuse or kidding which is sexually oriented and is considered unacceptable by another individual, including innuendos, jokes, sexually-oriented comments, or any other action that another person finds tasteless or offensive;
* Unwelcome sexual advances, requests for sexual favors, and/or verbal abuse proposed as a condition of employment or as a basis for making employment decisions that affect the individual;
* Engaging in any type of sexually oriented conduct which would reasonably interfere with another person’s work performance, productivity, or safety; or,
* Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually oriented conversations, suggestions, demands, requests, physical contacts, or attentions.

### Confidentiality & Non-Disclosure

The protection of confidential business information is vital to the interests and the success of [Your organization name]. Such confidential information includes but is not limited to the following examples: compensation data, client data, donor files, financial information, fund-raising strategies, marketing strategies, pending projects and proposals, personnel data and technological data.

The materials, products, designs, plans, ideas, and data of this organization are the property of [Your organization name] and should never be given to an outside firm or individual except with appropriate authorization. Any improper transfer of material or disclosure of information, even though it may not be apparent that an employee has personally gained by such action, constitutes unacceptable conduct, and may result in possible discharge and legal action.

During your employment at [Your organization name], you may acquire or have access to personal information about clients, coaches, trainers, business information, procedures, processes, services, vendor lists, member lists, or other confidential information related to [Your organization initials]. At no time during or following your employment by [Your organization initials] are you authorized to use such information to benefit yourself; nor, are you authorized to divulge such information to any person, firm, corporation, or entity other than [Your organization initials]. At no time are you allowed to copy (by photocopying, by scanning, or by downloading) such information without the prior knowledge and written approval of the Executive Director.

### Intellectual Property

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at [Your organization name] shall be the property of [Your organization name], unless otherwise stipulated in his or her employment contract. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

**[Your organization initials] Files and Records**

All patent, secret, proprietary, or confidential [Your organization initials] information, files, media, disks, and records and similar data regarding clients/trainees are to be secured at the end of each day or when not in use.

# EMPLOYEE EXPENSE REIMBURSEMENT

## Business Travel

In the interest of exercising good stewardship with the funds given to us, business expenses should be incurred and reimbursed according to the guidelines below:

1. The employee’s supervisor must approve the travel in advance. The employee must provide the reason for the trip, and goals to be accomplished.

2. Under normal circumstances, the employee should use the most appropriate form of transportation available, book reasonable coach fares, and stay in and eat at moderately priced establishments.

3. All travel, hotel, food, non-alcoholic beverages, and reasonable miscellaneous expenses incurred in assigned ministry work are reimbursable when properly documented by the employee. Reimbursable expenses that do not fall into these named categories may be discussed with the supervisor for approval for reimbursement.

4. Any travel expenses considered unreasonable under the circumstances, including movies, alcoholic beverages, and other clearly personal expenses, will not be paid or reimbursed and are the employee’s personal responsibility. In addition, employees will be reimbursed for the travel expenses of their spouse only if the Executive Director determines that the presence of the spouse has a bona fide business purpose.

5. Employees whose jobs require frequent business expenditures will be issued company credit cards for payment of business expenses. Credit cards are company property and their use must be properly documented and approved.

### Business Entertaining

Employees entertaining business associates on behalf of [Your organization name] will be reimbursed only if the expenses are reasonable, are directly related to or associated with the company’s business, and are properly approved by the employee’s supervisor.

### Meal Reimbursement

Employees may charge or be reimbursed for meals associated with approved ministry meetings or entertaining. Meals involving [Your organization initials] staff only should be the exception and incurred with discretion as to appropriate purpose.

### Emergency Medical Evacuation Insurance for International Travel

[Your organization name] provides emergency medical evacuation insurance for employees when they travel internationally. This insurance is intended to provide employees with medical air ambulance service and other benefits in the event of a serious illness or injury while travelling to locations where adequate medical service is not available.